

**WEST DES MOINES  
COMMUNITY SCHOOL DISTRICT**

**Request for Proposal (RFP):  
Services for Resource Management**

**Issued by:  
Operations Department,  
West Des Moines Community School District**

**Date Issued:  
September 6, 2002**

**Response Deadline:  
October 14, 2002**



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## **1. INTRODUCTION**

### **1.1. West Des Moines Community School District Background**

The West Des Moines Community School District (henceforth “District”), encompassing over 36.6 square miles in Polk and Dallas Counties, includes over 8,600 students and 1,200 staff and includes 18 buildings. The school district has ten elementary schools, two junior high schools, a 9<sup>th</sup> grade school, a high school, operations building, administrative building, an athletic stadium and an alternative high school (see Section 3.2).

### **1.2. Statement of Intent**

The purpose of the Districts’ Resource Management (RM) program is to obtain expert management services to eliminate, reduce, re-use, recycle and (as a last resort) dispose of all wastes generated at District Facilities. The district understands that this program represents a new way of doing business and is prepared to supply an economic incentive for the successful bidder who can best divert materials currently going to the landfill. It is intended that the successful bidder will be the driving force behind increased diversion, working in partnership with District staff, students, teachers and janitorial personnel.

### **1.3. Program Objectives**

The program must meet the following objectives

1. Seek continual improvement in District resource use and assist the District in implementing resource efficiency innovations;
2. Optimize current garbage hauling and disposal service;
3. Develop a detailed tracking, reporting, and invoicing system.

## **2. PROPOSAL GROUND RULES**

### **2.1. Acknowledgment of Receipt**

Each bidder must fill out the form in Appendix A acknowledging receipt of the RFP, your intent to propose and whether you will be attending the pre-bid meeting/site tour. The form must be sent **via email or fax** to the District **on September 18, 2002 before 5:00pm CDT** (See Appendix A for details).

### **2.2 Queries and Primary Contact Person**

All inquiries about this RFP must be made in written form, via e-mail, to the primary contact person of the District:

Name: Doug Woodley  
Address: West Des Moines Community School District, Operation Building, 2109 Grand Avenue, West Des Moines, Iowa 50265.  
E-mail: WoodleyD@home.wdm.k12.ia.us  
Phone: (515) 226-2858  
Fax: (515) 226-2861

In the interest of fairness, all questions and responses will be distributed via email to the designated contacts for all prospective providers who have indicated an intent to submit a response. The identity of companies who submitted questions will be kept confidential. All questions must be received by **October 2, 2002 before 5:00pm CDT**. Responses to all questions will be issued to all providers by the District on **October 7, 2002 before 5:00pm CDT**.

### **2.3 Pre-bid Meeting and Site Tour**

A pre-proposal conference and site tour will be held on **September 24, 2002 from 9:00am to noon CDT**. **Bidders who intend to submit a response are required to attend the pre-bid meeting**. If the bidder would like to participate in the bid process, he should provide on the form of notification of receipt the names and contact information of all persons from the bidder's company who are planning to attend the pre-bid meeting and site tour (see Section 2.1).

The preliminary agenda includes:

- Overview presentation by West Des Moines explaining purpose of RM and operational overview
- Q&A by bidders
- Site tour

### **2.4 Baseline Proposal**

At a minimum, a baseline response must be submitted which includes a firm fixed price proposal to supply the services in accordance with the request herein. Bidders are to include responses in two separate volumes.

- I. A preliminary operations plan for an RM program that addresses services requested in Sections 3, 4 and Appendix B
- II. A base financial proposal in accordance with Section 5 and Appendix C

### **2.5 Alternative Proposal**

Alternative proposals reflecting this solicitation are encouraged in addition to, not in lieu of, a fully responsive baseline proposal. To facilitate preparation of an alternative proposal, only those differences from the baseline proposal must be included. A statement to the

effect that any aspect of the baseline proposal not otherwise expressly modified and set forth in the alternative proposal should be included.

## 2.6 Proposal Schedule

The timeline for the RM selection process is presented below. A bidders briefing will be held on **September 24, 2002** to allow bidders to tour District facilities and ask the District questions. The District expects to select a RM by November 2002.

	DATE	ACTION
1.	September 6, 2002	RFP release to prospective providers
2.	September 18, 2002	Deadline for submission of Acknowledgement of Receipt and attendance of pre-bid meeting
3.	September 24, 2002	Pre-bid meeting and campus tour
4.	October 2, 2002	Deadline for submission of questions on RFP
5.	October 7, 2002	Send out summary of questions, comments and/or amendments of RFP to all candidates
6.	<b>October 14, 2002</b>	<b>Bids due</b>

## 2.7 Deadline for Proposals

**Complete responses must be received by Doug Woodley at West Des Moines Community School District, Operation Building, 2109 Grand Avenue, West Des Moines, Iowa 50265, no later than 2:00pm CDT on October 14, 2002.**

Bid security is to be submitted in a separate envelope with the proposal. The Proposals will be opened and read aloud **at 2:00pm CDT on October 14, 2002** at the Operation Building of the West Des Moines Community School District.

Proposals and all conditions therein shall remain effective for at least ninety (90) days from proposal submission date. A complete response to this RFP should contain one (1) original copy and (2) hard copies. Bidders are also requested to submit their response via e-mail and must indicate their ability to do so in Appendix A (Intent to Propose Form).

## **2.8 Proposal Correction or Withdrawal of Proposal Prior to Opening**

Any proposal may be withdrawn or modified by written request of the bidder provided such request is received by the District by the deadline and at the address as stipulated in Section 2.7, and the RFP has not been opened and read aloud. Bid security in the form of a certified check or bid bond equal to at least 5 percent (5%) of the amount bid is required with all RFP submissions. Modifications received after the due time and date will not be allowed. Modification or corrections of proposals may be made by means of facsimile or other written communications, provided such modifications or corrections are received by the District prior to the closing time set for receiving proposals. Each correction to proposals must be clearly marked and initialed by the bidder.

The District or its representatives reserves the right at any time to request clarification from any or all bidders submitting a proposal.

## **2.9 Evaluation Criteria**

The District, at its sole option, will select the proposal which best fulfills the requirements and provides the **best value** to the District. The proposals will be evaluated based on the following criteria (criteria are not in order of ranking or weighting):

- Quality
- Completeness of response
- Experience/qualifications
- Creativity/innovativeness
- Plan for diversion of materials
- Cost
- Collection logistics
- Secondary markets
- Data Collection & information systems
- Safety/liability

## **2.10 Additional Information, Investigation and Inspection**

The District may request additional information by suppliers to clarify elements of their bid proposals. The District will notify companies after all bids are received on whether a presentation is required.

The District reserves the right to make independent investigations as to the qualification of the Bidder. Such investigation may include contacting existing customers or site visits to existing operations.

## **2.11 Proposal Deposition**

All materials submitted in response to this RFP will become property of the District and will become public record after the proposals are opened and read. The District will not be responsible or liable in any way for any losses that the Bidder may suffer from the disclosure of information or materials to third parties.



## **2.12 Non-Standard Forms**

Proposals which are not submitted on the forms furnished by the District or do not adequately address the provisions of Section 4 and 5 of this RFP document will be rejected. A proposal in which omissions occur or which has been conditioned by the bidder in a manner that is unacceptable to the District will be rejected. Corrections may be made until the proposal opening date per section 2.7. No corrections may be made subsequent to proposal opening.

## **2.13 Reservations and Limitations**

### **2.13.1 Acceptance or Rejection of Proposals**

The District reserves the following rights and options:

- To reject any and all proposals that fail to meet the literal and exact requirements of the specifications provided in this RFP document
- To accept the proposal that is, in the judgment of the District, in the best interest of the District and the District facilities
- To reject any and all non-responsive proposals
- To waive irregularities in any proposal as the District may elect to waive
- To reject all proposals without cause
- To issue subsequent requests for new proposals
- To discontinue its negotiations after commencing negotiations with a finalist, if progress is unsatisfactory, and commence discussions with another Bidder

### **2.13.2 Bidder's Self Reliance**

Bidders are expected to be knowledgeable about the structures to be served, to understand the District's terrain, streets and alleys, and locations for containers used for garbage and recycling collection. Bidders are expected to determine the appropriate equipment to provide the required services.

### **2.13.3 Bidder's Responsibility for Costs**

The District will not reimburse any Bidder for any costs involved in the preparation and submission of Proposals, in making an oral presentation, or in contract negotiations. Bidders are responsible for all costs associated with preparing and submitting the RFP.

## **3 SCOPE OF REQUIREMENTS**

### **3.1 Types of Waste**

The successful bidder will manage all waste streams from the 18 District Facilities listed in Section 3.2. The following hierarchy should be followed in the management of all operations:

1. Reduce/eliminate
2. Reuse (return)
3. Recycle/compost

#### 4. Dispose

### 3.2 District Facilities

This proposal requests services for the following buildings.

	<i>SCHOOL</i>	<i>LOCATION</i>
1	Clegg Park Elementary	1020 – Eighth St., West Des Moines
2	Clive Elementary	1600 – 73 <sup>rd</sup> St., Clive
3	Crestview Elementary	8355 Crestview Ave, Clive
4	Crossroads Park Elementary	1050 - 50 <sup>th</sup> St., West Des Moines
5	Fairmeadows Elementary	807 – 23 <sup>rd</sup> St., West Des Moines
6	Indian Hills Junior High	9401 Indian Hills Dr., Clive
7	Jordan Creek Elementary	4105 Fuller Rd., West Des Moines
8	Learning Resources Center	3550 G.M. Mills Civic Parkways, West Des Moines
9	Operations Center	2109 Grand Ave., West Des Moines
10	Phenix Early Childhood Center	415 – Seventh St., West Des Moines
11	Rex Mathes Elementary	1401 Vine St., West Des Moines
12	Stilwell Junior High	1601 Vince St., West Des Moines
13	Valley High School	1140 – 35 <sup>th</sup> St., West Des Moines
14	Valley Stadium	4440 Mills Civic Parkway *
15	Valley Southwoods	625 S. – 35 <sup>th</sup> St., West Des Moines
16	Walnut Creek Campus	815 – Eighth St., West Des Moines
17	Western Hills Elementary	1600 – 39 <sup>th</sup> St., West Des Moines
18	Westridge Elementary	5500 E. P. True Parkway, West Des Moines

\* This is the new stadium location. The old stadium at Eighth Street, West Des Moines will be demolished.

### 3.3 Scope of Service

The program will have complete responsibility for all aspects of waste management. This includes the collection and disposal of waste as well as the collection, processing and marketing of secondary materials that are recycled. The RM contractor is expected to design and implement new prevention and recycling programs at District facilities. More detail on program requirements is given in Section 4.

### 3.4 Period of Performance

The district is looking for a strategic long-term partner and understands many resource efficiency initiatives will take time to develop. As such, this contract will be awarded for a minimum period of 3 years with 2 one-year renewal options.

### **3.5 Supplier Capabilities**

It is understood that the primary supplier responding to this request for proposal may not have the capability to undertake all the tasks outlined. The successful candidate may develop agreements with subcontractors in order to provide and manage the full scope of services requested by the District. The RM contractor has full responsibility for the coordination of the Subcontractor's work, control of the quality, compliance with all federal, state and local regulations and ordinances, and fulfillment of schedules. A list of sub-contractors must be provided to the District and updated regularly. The District reserves the right to reject any subcontractor who does not meet RM program requirements.

### **3.6 Additional Services**

From time to time the RM contractor may be asked to perform extra services not specified within this scope of work. This work will be reimbursed by the District under a separate purchase order. This type of work may be competitively bid at the District's discretion.

## **4. RESOURCE MANAGEMENT PROGRAM (RM) REQUIREMENTS**

### **4.1 General**

#### **4.1.1 Management and Business Systems**

Provide a brief description of your overall management and business systems as they pertain to the following

- Describe your vision of an RM program for the District.
- Identify your specific project personnel or teams that will be devoted to a District RM program. Include how staff devoted to the District's RM program will interact or utilize overall company resources/expertise (include training they may receive or corporate resources on networks that will benefit the District)
- Employee stability is essential to the programs success. What does your company do to maintain a stable workforce?
- Discuss the relationships that you plan to establish with each school or District facility. Include in your discussion, where applicable, the relationships you propose to establish with students, staff and janitorial personnel.

#### 4.1.2 Environment and Safety Issues

- The RM must comply with all applicable regulations and District policies governing the recycling, storage, transportation and disposal of waste streams. Lack of knowledge of the bidder shall in no way be a cause for relief from responsibility or constitute a cognizable defense against the legal effects thereof.
- Describe your environmental and safety programs that apply to managing risks associated with the primary supplier function. Discuss the regulatory expertise of the staffs you propose for your resource management program.

#### 4.1.3 Contractor Viability

List three of your current major customers. Include at least one company that you provide services to that are comparable to the District's requirements. For each customer named, indicate: a) number of years as a customer; b) contact names and numbers; and c) general type of business.

### 4.2 Operations Plan

The RM shall provide a preliminary three-year plan that outlines the approach and methods for achieving the objectives in 1.3 and the management of wastes per the waste hierarchy in 3.1. The District understands that data in this RFP is limited and that the successful bidder will refine their plan as they become more familiar with individual facilities. The operations plan in the proposal should provide a methodology, labor, equipment, and concrete opportunities for improvement in managing District wastestreams. The proposal should also include an approach for program transition and a tentative schedule for implementing ideas proposed to meet the RM programs' goals.

Appendix B contains existing levels of service for each District Facility. Bidders can base their operations plan on existing levels of service and the site tour to be conducted during the bidders briefing.

The operations plan should specifically address the management of wastes in the following areas:

#### 4.2.1 Waste Reduction

- Identify opportunities at the sites to reduce the volume of waste generated (e.g. disposable food containers used in school cafeterias)
- Explain how you propose to implement and monitor waste reductions

#### 4.2.2 Reuse or returnable materials

- Identify opportunities to eliminate waste being disposed of or landfilled by reusing or returning purchased materials or packaging. This may involve working with District procurement staff and their suppliers

- Explain how you propose to implement and monitor reuse activities

#### 4.2.3 Recycling Programs

- The resource manager will be responsible for plans to source separate, collect, process, segregate, store, weigh and keep records for all recyclable materials in District waste streams. The Resource Manager is also responsible for arranging collection, processing and transportation for recycled material and identifying the best markets for these resources.
- Identify opportunities to reduce waste quantities disposed through recycling programs.
- Recycling includes but is not limited to paper, cardboard, beverage containers, plastics and organic cafeteria waste.
- Explain how you will design and implement source separation and recycling programs while not increasing overall operational costs.
- Explain how recycled material will be collected, transported, processed (if necessary) and reach secondary markets.
- The revenue from recycled material must be reported to the District on a monthly basis. Propose how this revenue could be shared in your bid proposal in Section 5.

#### 4.2.4 Waste Disposal

- The RM shall arrange transportation, scheduling, and disposal of all on-recyclables at District facilities.
- Include in your proposal how existing disposal service levels might change as recycling increases (from an operational and financial standpoint).
- Identify disposal site(s) you propose to use for District waste.
- The RM must keep detailed records for each load destined for a landfill and separate out transport fees from disposal fees. Describe how you will measure and estimate District waste that is ultimately landfilled.

#### 4.2.5 Process for Continuous Improvement

- Explain your process to provide continuous improvement over the term of the contract (audits, outreach and communications, etc).

### 4.3 Data Information Systems and Performance Targets

#### 4.3.1 Waste Composition

- Describe the approach you will use to measure or estimate the composition of District wastestreams.
- Identify your data information management tools that will be used to track District wastestreams.

#### 4.3.2 Billing

- ***The contractor shall provide monthly billing statements to the District with all hauling costs separate from secondary material processing, recycling revenues/ fees, or waste disposal tip fees.***
- Any extra costs for add-on services must be itemized by material and labor.
- Present your procedures for billing and allocation of costs.

#### 4.3.3 Reporting

- Discuss what should be included in quarterly progress reports to the District.
- Discuss your approach for validating cost savings and increased diversion.
- Identify the performance metrics you will employ and your procedures for formally, both internally and with the District, reviewing and assessing your performance.

### 5. PRICING

Prepare your quote for the requested services over a 3 year contract. It is the goal of the RM program to have quantities of waste currently disposed decrease in each year of the contract.

#### 5.1 Base Proposal

The District recognizes that any supplier will provide on-site services for whatever level of services the buyer chooses to purchase. The District also recognizes that the typical approach in the marketplace to providing these services is to charge a management fee in addition to the cost of hauling and disposal. This is not the type of approach the District desires. Rather, The District is prepared to make an extraordinary commitment to the right partner(s) and develop a compensation base that is tied directly to contractor performance allowing the successful partner(s) to share in the savings achieved under this program. This rewards a successful partner(s) for bringing technical expertise, process discipline, best industry practices, new technologies, metrics and industry talent to implement a successful program.

The District is seeking a supplier that can achieve competitive pricing on waste and resource management services to all of its facilities. In consideration of the scope and the

Districts commitment to this program, the successful RM supplier should be prepared to provide the management services (as specified in Section 4) as a *value added service* at *no additional charge to the District*. The successful bidder is expected to cover any additional expenses from overall RM program savings. Within the first six months of the program, the successful bidders and the District will establish a mutually agreed upon baseline. This baseline will serve as the current level from which diversion levels and cost savings will be measured.

The base proposal must consist of two components, a bid for hauling, recycling and disposal service and an incentive structure for resource efficiency innovations. *At a minimum, bidders must submit a base proposal in the format of Appendix C.*

#### 5.1.1 Disposal

- Separate costs for hauling and disposal must be submitted.
- There are to be no volume guarantees on behalf of the District. The objective of the program is to decrease the amount of waste sent to the landfill.
- It is presumed that the bidder will start the program by providing the District with existing levels of service (see Appendix B).

#### 5.1.2 Re-use/Recycling

- Hauling and processing costs must be separate.
- Provide revenue estimates or costs for secondary commodities for the materials listed in Appendix C.
- The District is open to innovative structures such that the District and the successful bidder share in the benefits of recycling during high commodity markets and share the risk during low markets.

#### 5.1.3 Gainsharing Incentives

- Resource efficiency improvements will yield savings from areas including, but not limited to: avoided hauling costs, avoided disposal costs, commodity revenue, or other District cost savings the successful bidder can document.
- Propose a gain sharing split between the bidder and the District (see Appendix C)
- Propose how you will establish a baseline against which cost savings can be measured and a process for validating cost savings and increased diversion

## 5.2 Alternate Financial Proposals

Alternative proposals reflecting this solicitation are encouraged to be submitted in addition to, not in lieu of, a fully responsive baseline proposal. The District would look favorably on bids that tie gainsharing incentives to mutually agreed upon performance targets. For example, bidders could propose a fixed monthly cost and guarantee certain reduction in costs and increased diversion over the 3 years. The fixed cost must include all waste,



recycling, and RM services and be tied to current waste generation levels (e.g. lb of waste per student).

Alternatively, bidders can establish performance targets tied to diversion levels and suggest gainsharing splits between the District and their company.

To facilitate preparation of an alternative proposal, only those differences from the baseline proposal must be included. A statement to the effect that any aspect of the baseline proposal not otherwise expressly modified and set forth in the alternative proposal should be included.

**Appendix A**  
**Acknowledgment of Receipt and Intent to Propose**

REQUEST FOR PROPOSAL (RFP) – Resource Management

Please fax this notification of receipt and intent **on or before September 18, 2002, 5:00pm CDT to: Doug Woodley at (515) 226-2861**. Detailed information on the pre-bid meeting (venue, directions, agenda, etc.) will be sent by **September 20, 2002**.

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**A. Acknowledgment of Receipt:**

\_\_\_\_\_ Hereby Acknowledges Receipt of RFP packet  
(Company)

\_\_\_\_\_ Print Name

\_\_\_\_\_ Authorized Signature

\_\_\_\_\_ Title

\_\_\_\_\_ Date

☐ I will attend the pre-bid meeting (please fill in Part B)

☐ I intend to submit an additional electronic copy of the proposal via email

**B. Representatives Attending the Pre-bid Meeting:**

Name and Contacts of Representative(s):

1. _____	Tel. No.: _____
(Name) (Title)	Email: _____
2. _____	Tel. No.: _____
(Name) (Title)	Email: _____
3. _____	Tel. No.: _____
(Name) (Title)	Email: _____

## Appendix B

### Existing Levels of Service

#### District Disposal and Recycling Service Overview

The facilities receive waste disposal and recycling service as outlined in the table below. Six facilities receive limited levels of recycling service on a voluntary basis, including Clegg Park Elementary, Indian Hills Jr. High, Jordan Creek, Rex Mathes Elementary, Stillwell Junior High and Valley High. Previous assessments conducted during the WRAP project in 1999, suggest that between 25% and 50% of the District's disposed waste consists of readily recyclable material such as mixed paper, corrugated, and tin cans.<sup>1</sup> Table 1 illustrates, at current service levels, the District has container capacity to recycle less than 4% of its waste stream.<sup>2</sup> In 2000, the District received nearly 16,000 cubic yards of annual disposal service versus approximately 600 yards of recycling service.

**Table 1. District Garbage and Recycling Service Levels, 2000**

LOCATION	DISPOSAL SERVICE				RECYCLE SERVICE <sup>3</sup>				
	Dumpster Size (yards)	Hauls/ Week	Est. Annual Yards <sup>4</sup>	Est. Annual Tons <sup>5</sup>	Dumpster Size (yards)	Hauls/ Week	Targeted Material	Est. Annual Yards	Est. Annual Tons
Clegg Park Elementary	3	5	588	59	2	~ 0.25 <sup>6</sup> (on-call)	White paper	14	1
Clive Elementary	4	5	784	78					
Crestview Elementary	3	5	588	59					
Crossroads Park Elementary	4	5	784	78					
Fairmeadows Elementary	3	5	588	59					
Indian Hills Junior High	8	5	1,568	157	3	2	Mixed paper & cardboard (Commingled)	173	11
Jordan Creek Elementary	4	5	784	78	2	1	Mixed paper	54	4
Learning Resources Center	4	5	784	78					
Operations Center	4	5	496	50					
Phenix Early Childhood Center	4	5	784	78					
Rex Mathes Elementary	3	5	588	59	1.5	0.25	Mixed paper	6	1
Stillwell Junior High	8	5	1,568	157	1.5/3/6	0.5-1	Mixed paper, tin, cardboard	289	15

<sup>1</sup> Jordan creek, Rex Mathes, Stilwell, and Valley High. On site assessments were conducted by the WRAP team in 1999.

<sup>2</sup> Assuming a low mid-range recycling potential of 30%.

<sup>3</sup> Recycling volume and mass data is from the WRAP reports for Jordan Creek, Rex Mathes and Stilwell, and Valley High, 1999. Recycling volume and mass data for Clegg Park and Indian Hills is estimated assuming that recycling service is only provided during school year (36 weeks), recycling container is 80% full, and densities of paper and cardboard are 150 lb/ yd<sup>3</sup> and 100 lb/ yd<sup>3</sup> respectively (as listed in the Jordan Creek, WRAP report, p5).

<sup>4</sup> Estimate uses a 36-week school year and weekly pickup during the summer (16 weeks), as in Jordan Creek, WRAP Report p4.

<sup>5</sup> Assumes 200 lbs./ yd<sup>3</sup> for uncompacted waste. Volume-to-weight conversions used by WRAP are listed in the Jordan Creek report, p5.

<sup>6</sup> Recyclables are collected every 4 - 5 weeks.

Valley High School	30	1	1,200	259	3	1	Mixed paper	54	2
Valley Southwoods	8	4	1,280	128					
Valley Stadium	16	1	832	83					
Walnut Creek Campus	3	3	372	37					
Western Hills Elementary	4	5	784	78					
Westridge Elementary	4	5	784	78					
<b>Totals</b>	<b>117</b>		<b>15,444</b>	<b>1,684</b>	<b>22</b>			<b>593</b>	<b>34</b>